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OC- 9505-84

16 August 1984

MEMORANDUM FOR: Director of Communications

FROM: Chairman, Banding Task Force

SUBJECT: Experimental Pay System (Banding) for  
Telecommunications Officers [ ]

1. On 7 June 1984 a task force consisting of Office of Communications and Office of Personnel representatives was appointed to draft procedures to band the grades of the Telecommunications Officer (TCO) Series. The following procedures were developed by the task force and are recommended to implement the new experimental pay system for the Office of Communications on 1 October 1984. Paragraph 2 of this memorandum contains a request for your approval. [ ]

a. Convert all TCO Series employees from GS to the appropriate level and increment of the new pay schedule (see Attachment F) of the first day of the first complete pay period in October 1984. All TCO Occupational Series employees, including those assigned to other Agency components, will be converted to the experimental pay system.

b. All Within Grade Increases (WGI) that were to be effective on or before 30 September 1985 will be made effective for eligible employees on 1 October 1984 on a prorata basis.

c. All OC Uniform Promotion System (UPS) evaluation exercises through February 1985 will be conducted using current evaluation and promotion criteria. Pay increases during this period will be in the form of comparable level promotions or increment increases.

d. All recommendations for Quality Step Increases (QSI) for TCO's must be submitted prior to 1 October 1984. Those pending approval and made effective after 1 October 1984, will be in the form of two increment increases.

e. Employees and managers in all components will be provided new personnel evaluation criteria for use under the experimental system.

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Teams will be appointed to educate managers and employees on the banding experiment and the new evaluation procedures to be used. For this experiment, the term "component" is defined as the organizational elements under current policy that have been delegated personnel evaluation responsibility.

f. Components will submit completed Performance Assessment Forms (Attachment A) to Headquarters in accordance with the newly established PAR and evaluation schedule (Attachment E). PAR narratives should address the factors listed on the Performance Assessment Form and the Headquarters Review Board Worksheet (Attachment B). Initially, increment increases and promotions between levels will be recommended by component managers and reviewed by Headquarters Review Boards. All recommendations are subject to the approval of the Director of Communications.

g. Headquarters appointed boards, using Performance Assessment Forms, promotion criteria (Attachment C) and Headquarters Review Board Worksheets, will provide the Director of Communications rank-order-lists, by level, of employees recommended for promotion and/or incremental increases. Employees do not have to be assigned a Category I descriptor to be considered for a maximum incremental increase or promotion. All promotion and merit pay increases will be effected once annually for employees in the experimental pay system. Increment increases and promotions will be determined as near as possible to the end of the fiscal year.

h. Annual evaluations under the experiment will be completed prior to August each year. Trainees in Level I may be awarded increment increases out of cycle using criteria established for that level.

i. Employees being converted to or from the GS schedule will convert at equivalent or nearest salary without penalty.

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j. Employees who have already achieved minimum TCO Full Performance certification and who are converted to this pay schedule will not be required to meet new certification criteria.

k. A Performance Assessment Form for employees transferring from one OC component to another within an evaluation cycle will be completed and forwarded to the gaining component. The gaining component will perform the annual evaluation of the employee in accordance with the evaluation schedule, giving full consideration to the reassignment evaluation(s) provided by other components during the evaluation year.

l. The Performance Assessment Form should be considered a counseling tool and must be discussed with the employee upon request.

m. Recommendations for incremental increases will be stated in the following terms: maximum, median, minimal, and none.

n. While it is recognized that PAR ratings and recommendations for incremental increases may escalate, senior managers will ensure that only superior performers receive maximum incremental increases, outstanding performers median incremental increases, and average performers only minimal incremental increases. Slightly below average performers can receive a one increment increase. Employees who do not meet acceptable standards will receive no increase for the current evaluation period. The D/CO will evaluate component chiefs on their discretion in recommending incremental increases.

o. For promotion between levels, Performance Assessment Form ratings will constitute approximately 80% of the overall rating and the remaining 20% will be based on subjective evaluations by Headquarters Review Boards, using Headquarters Review Worksheets. Employees recommended for promotion

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to the next higher level must have satisfied the prerequisite criteria for entrance into that level.

p. Component evaluations should be performed by a panel of senior employees--preferably from Band Level IV. For the first cycle, all Headquarters Review Boards should be chaired by the same officer.

q. All employees, except those receiving Category IV descriptors, should receive a minimum of one increment increase annually through the mid-point of a level. All employees will receive federal comparability increases.

r. A bonus award program will be established for use in conjunction with the experimental pay system. The bonus program may be used, but not limited, to award employees: who have reached maximum salary in a pay level and are not selected for promotion; whose performance merits recognition but not in the form of continual pay reward; on special assignment or whose performance deserves special recognition.

Bonuses will be paid in equivalent incremental values on a one-time basis. More than one incremental amount can be awarded. Recommendations for bonuses will be made by component chiefs, reviewed at Headquarters, and approved by the D/CO in conjunction with other annually scheduled pay adjustments.

s. The Career Development and Training Group/AMD will be responsible for the initial review of individual requests for exceptions to policies regarding the experimental pay system during the first year of the experiment.

t. The five salary ranges used in this

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experiment will be identified by the following titles:

Trainee	TCO Level I
Operations	TCO Level II
Specialist	TCO Level III
Staff	TCM Level III
Senior Officer	TCM Level IV

u. Placement criteria will be established for each level and used to convert employees from the GS Schedule to the experimental pay system. A committee will be convened to determine the conversions. The committee will include officers from the task force.

v. A committee(s) will be appointed to coordinate and oversee implementation of the experiment. These responsibilities will include:

- Coordinating with Office of Personnel and components where OC employees are assigned
- Developing an employee briefing package
- Developing an instructional guide for all evaluation materials

w. Senior managers will be briefed on implementation of the experiment, followed by briefings for all employees.

x. Category Descriptors (Attachment D) have been redefined for TCO Series employees and new promotion criteria will be used for the experiment.

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2. It is requested that you approve this recommendation to implement an experimental pay system for all Telecommunication Officer Series employees to become effective on the first day of the first pay period in October 1984.

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Task Force Members

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Attachments:  
As Stated

APPROVED: *with the understanding that the process and forms  
will be adjusted as we gain experience.*

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Director of Communications

17 Aug 1984  
Date

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